

**MAINE STATE BOARD OF EDUCATION**  
**STRATEGIC PLAN FOR MEANINGFUL CHANGE**

**CALL TO ACTION: Are our schools ready to prepare students for life in the 21<sup>st</sup> Century?**

**INTRODUCTION**

A central goal of Pre K -12 education in Maine is that all students graduate from high school ready for college, career, citizenship, and life. Many Maine students do not graduate from high school with the education that the 21<sup>st</sup> Century demands. If our schools are not ready for the challenges and opportunities ahead, then our children cannot be. If our children are not ready, then they – and we – are destined to fall further behind. It will take all educational stakeholders working together to meet the urgent challenge of educating Maine students for the 21<sup>st</sup> Century.

We can build on the strengths we have in Maine and ensure that all Maine students leave the educational system ready to compete with their counterparts across the globe for their place in the rapidly evolving global economy. They must graduate from high school ready for college, career, citizenship and life – choices they can make. The economic future of the whole State depends on their ability to do so. New high school graduates will go on to post-secondary education and find rewarding work locally in the global economy. As a result, the median income in Maine will rise to the midpoint of the New England states, the number of well-paid jobs will increase and poverty in Maine will decrease, and more young people will remain in the State.

## **MAINE STATE BOARD OF EDUCATION**

The responsibilities of the Maine State Board of Education, as specified in Maine's laws and rules, have an impact on every public school in Maine. The Board has a responsibility to advise the Commissioner of Education by providing recommendations for K-12 public education that aid the Commissioner in carrying out his/her role. In schools hiring a new teacher or administrator, the individual must meet qualifications specified in certification rules adopted by the State Board of Education. If your school administrative unit seeks State funds for major school construction, it will need State Board of Education approval for the site and at various stages of the construction process.

In addition to its oversight roles in educator certification and major school construction, the State Board of Education carries major responsibilities for approving teacher education programs in institutions of higher education, recommending degree-granting authority for higher education, and adopting and receiving federal funds for the State Plan for Career and Technical Education.

The State Board of Education may receive requests from the Governor's office and/or the Legislature's Joint Standing Committee on Education and Cultural Affairs to undertake a study and/or make recommendations on pending legislation. Members of the State Board of Education frequently appear before committees of the Legislature to offer testimony on bills with implications for education.

The State Board of Education represents the public's voice in Maine's public education structure. It consists of nine adult members, appointed by the Governor and confirmed by the State Senate, serving staggered five-year terms. The State Board of Education also has two non-voting student members representing the two Congressional Districts. Each student member is nominated and confirmed in the same way as an adult member, and serves a two-year term. Maine law specifies that the State Board of Education be "broadly representative of the public" and each new member is limited to no more than two terms. There must be at least four members from each Congressional District. As an independent body, the State Board of Education has the

students of the State as its constituency and is committed to seeing that the resources provided by Maine taxpayers produce the highest quality, most cost-effective education for Maine's students.

## **MAINE STATE BOARD OF EDUCATION**

### **MISSION**

The Mission of the State Board of Education is to provide policy leadership that promotes a Maine public school system whose graduates will meet current and future learning standards and to make recommendations to the Executive and Legislative Branches of Government.

### **VISION**

The Vision of the State Board of Education is to prepare Maine public school graduates with the skills and knowledge needed to be college, career, citizenship and life ready.

## **STRATEGIC PLANNING – MEANINGFUL CHANGE**

**2010 – 2015**

### **GUIDING PRINCIPLES**

- ♦ All students can become lifelong learners.
- ♦ All students, in meeting his/her potential, respond best to challenging expectations.
- ♦ All students learn best in a safe environment in which they feel respected.
- ♦ All students need educators who have been provided ongoing support and professional development to improve student achievement.
- ♦ All students can attain maximum performance with a broad constituency of support.
- ♦ All students require a quality education system which is essential for a successful democracy, and a vibrant economy.

### **VALUES**

Honesty

Integrity

Trust

Respect

Commitment

Transparency

Collaboration

Continuous Improvement

### **GOALS**

The Maine State Board of Education through open communication and collaboration with the Governor's office, the Commissioner of the Department of Education, the Legislature's Joint Standing Committee on Education and Cultural Affairs, and educational stakeholder groups will promote the following six goals to provide the best education possible for all Maine public school students.

## **GOAL #1**

## **CURRICULUM**

Every student shall receive a seamless, rigorous, and consistent level-by-level curriculum designed to promote literacy and meaningful employment and delivered in a way that recognizes the importance of lifelong learning in a global society.

A rigorous standards based curriculum requires all students to become critical thinkers, and prepares students for a successful transition into post-secondary education, meaningful employment, citizenship and life. Graduates of secondary institutions with rigorous curricula can then apply their knowledge in post-secondary work and further education.

In order to further this goal, fulfill our mandated responsibilities and make recommendations; the Maine State Board of Education through an educated awareness of the direction and progress of educational stakeholders, applicable data, and knowledge of innovative programs supports the following:

- 1.A. Adoption and implementation of core curriculum standards for all content areas:
  - ♦ English and Language Arts Common Core (adopted 2011)
  - ♦ Mathematics Common Core (adopted 2011)
  - ♦ Science
  - ♦ Social Studies
  - ♦ World Languages
  - ♦ Visual and Performing Arts
  - ♦ Physical Education
  - ♦ Career and Education Development
- 1.B. An increase in the number of students taking advanced coursework
  - Review annually through the Maine Department of Education (DOE) the number of Advanced Placement (AP) exams taken by all students
  - Review annually through the Maine DOE, the number of AP

- exams taken by low income students as a separate population
  - Review annually through the Maine DOE, the number of students enrolled in “AP for all”
  - Review annually through the Maine DOE, early college and dual enrollment participation
- 1.C. Student proficiency in literacy skills from the end of grade 3 forward
- Review annually through New England Common Assessment Program (NECAP) data
  - Review annually NECAP grade 4 data
  - Review National Assessment of Educational Progress (NAEP) grade 4 data
- 1.D. Student proficiency in numeracy skills from the end of grade 4 forward
- Review annually through NECAP data
  - Review NAEP grade 4 data
- 1.E. Promotion and support of early childhood education programs to ensure that all young children are ready to enter the educational system with the skills they need to succeed
- Support Race To The Top application (endorsed 10/12/2011)
- 1.F. Improvement of workforce readiness skills
- Monitor progress of Maine Adult Education “Work Ready” program
  - Schedule Maine Adult Education and Local Workforce Investment Board presentation
- 1.G. An increase in number of students receiving national certifications/standards credentials
- Review annually Maine Career and Technical Education data for students obtaining national certifications
- 1.H. Department of Education’s Science, Technology, Engineering, and Math (S.T.E.M.) programs and other S.T.E.M. initiatives
- Participate in Science Frameworks and S.T.E.M. Legislative Council
- 1.I. Promotion of the state wide and school wide integration of technology as a teaching and learning tool

- Review annually Maine Learning Technology Initiative (MLTI) participation data available through DOE regarding the number of students taking online courses
- Review and support initiative to improve utilization of technology



## **GOAL #2**

## **SCHOOL SYSTEMS**

Every student shall be educated in school systems that provide equitable education opportunities delivered efficiently and effectively in a safe and healthy environment that promotes responsibility, citizenship, and strong character.

Every student shall be prepared for post-secondary education, meaningful employment, citizenship and life. School systems must ensure an education that is nationally competitive and focuses on the support of equitable learning opportunities that are rigorous and relevant to the demands of a knowledge-based economy and the global market.

In order to further this goal, fulfill our mandated responsibilities and make recommendations; the Maine State Board of Education through an educated awareness of the direction and progress of educational stakeholders, applicable data, and knowledge of innovative programs supports the following:

- 2.A. Standards based education
  - Support LD 949 plan
- 2.B. Multiple pathways for graduation
  - Schedule Education Policy Improvement Center (EPIC) presentation
- 2.C. Multiple measures of student assessment
  - Schedule State Curriculum Leader's Association presentation
- 2.D. Systems of student intervention
  - Schedule DOE presentation
- 2.E. Personal learning plans
  - Schedule Re-Inventing Schools Coalition (RISC) School presentation
- 2.F. Improvement of health and wellness
  - Schedule DOE presentation
- 2.G. Promotion of workforce readiness skills
  - Schedule Maine Adult Education and Local Workforce Investment

Board presentation

2.H. Civic involvement

- Schedule "School Community Service Program" presentation

## **GOAL #3**

## **EDUCATORS**

Every student shall be taught by educators who are thoroughly versed in content and pedagogy to prepare students for successful post-secondary education, work, citizenship and life. Educators must be provided with mentoring and ongoing education opportunities to foster success in the classroom.

Schools and school systems shall provide environments that support continued development of content knowledge and teaching skills, and that reward effective teaching. Educators must be provided career learning opportunities which support continued developments in content knowledge and research-based instructional strategies. Educators must be proficient in the use of technology.

In order to further this goal, fulfill our mandated responsibilities and make recommendations; the Maine State Board of Education through an educated awareness of the direction and progress of educational stakeholders, applicable data, and knowledge of innovative programs supports the following:

### **3.A. Rigorous educator training programs**

- Review of Chapter 114 (ongoing)
- Support Maine's waiver request for No Child Left Behind as it addresses these issues
- Monitor the development and implementation of educator effectiveness evaluation systems

### **3.B. Mentoring and collaboration within and between schools**

- Review of Chapter 118 to be done by Certification and Higher Education Committee
- Support Maine's waiver request for No Child Left Behind as it addresses these issues
- Monitor the development and implementation of educator effectiveness evaluation systems
- Review status of "Professional Learning Communities" in school districts

3.C. Effective educators that provide developmentally appropriate and challenging learning experiences; inclusive learning environments that allow each learner to reach his/her potential; multiple methods of assessment to engage, document and guide instruction and learning; and integrated use of technology by educators across the curriculum

- Review work of State Consortium for Educator Effectiveness (SCEE)
- Support Maine's waiver request for No Child Left Behind
- Monitor the development and implementation of educator effectiveness evaluation systems
- Support standards based implementation

## **GOAL #4**

## **STUDENT ACHIEVEMENT**

Every student shall master or exceed educational standards that incorporate regional, national, and international measures and reflect the skills and learning needed to succeed in a global society.

Every student shall have access to a rigorous curriculum that integrates standards, instruction and assessment that clearly communicates requirements for mastery of content standards and courses that are responsive to our changing world.

In order to further this goal, fulfill our mandated responsibilities and make recommendations; the Maine State Board of Education through an educated awareness of the direction and progress of educational stakeholders, applicable data, and knowledge of innovative programs supports the following:

- 4.A. Increasing the achievement of Maine students in assessments (SAT, ACT, others)
  - Review annually through Maine DOE data
- 4.B. Increasing high school graduation rates and student retention rates
  - Review annually through Maine DOE data
- 4.C. Increasing post-secondary enrollment, retention, and completion rates and decreasing remediation rates
  - Review annually through Maine DOE data
- 4.D. Increasing the opportunities for national certifications/standards credentials for the workforce
  - Review annually through Maine DOE data
- 4.E. Reviewing data on post-secondary employment
  - Review annually through Maine DOE and Department of Labor (DOL) data
- 4.F. Strengthening the communication between education and business

## **GOAL #5**

## **EDUCATIONAL LEADERS**

Every student shall have educational leaders who are well-prepared and capable of leading changes in curriculum and instruction that result in higher levels of learning for all groups of students. These leaders shall create a school culture with high expectations and a safe and healthy learning environment conducive to the success of all students and educators.

Effective school leaders use both qualitative and quantitative assessment data to guide the professional learning community. Leadership programs must provide school leaders with the skills necessary to supervise, evaluate and support a professional staff. Effective school leaders must be involved in the community and understand the cultural context and learning needs of all students.

In order to further this goal, fulfill our mandated responsibilities and make recommendations; the Maine State Board of Education through an educated awareness of the direction and progress of educational stakeholders, applicable data, and knowledge of innovative programs supports the following:

- 5.A. Rigorous educational leadership programs that promote the skills and dispositions to create an educational environment to encourage the success of all students and educators (review Chapter 114)
- 5.B. Educational leaders who facilitate the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community (review Chapter 114 and Chapter 115)- Monitor the development and implementation of leader effectiveness evaluation systems
- 5.C. Educational leaders who promote a safe, efficient, and effective learning environment for all students and staff (review Chapter 114)
  - Monitor the development and implementation of leader effectiveness evaluation systems

5.D. Educational leaders who encourage strong relationships with their communities that includes the appropriate involvement and ownership of the school's vision –

- Monitor the development and implementation of leader effectiveness evaluation systems
- Schedule Educate Maine presentation

## **GOAL #6**

## **RESOURCES**

Every student shall have the opportunity to attend schools that have sufficient resources that drive effective leadership, educator quality, community and parent involvement to allow students to meet the core curriculum standards.

In order to further this goal, fulfill our mandated responsibilities and make recommendations; the Maine State Board of Education through an educated awareness of the direction and progress of educational stakeholders, applicable data, and knowledge of innovative programs supports the following:

- 6.A. High quality and cost effective school systems with appropriate staffing
- 6.B. Professional development for all educators
- 6.C. Expanded availability of early childhood education programs
- 6.D. Innovative approaches to learning
- 6.E. Effective use of instructional tools and technology
- 6.F. Assistance to schools and school systems to meet required learning standards
- 6.G. Appropriate resources to advance Goals 1 through 5



## **STATE BOARD OF EDUCATION POLICYMAKING**

The Maine State Board of Education has the authority to provide leadership in implementing the provisions of State and Federal laws and regulations that effect the education of Maine public school students. The responsibilities of the Maine State Board of Education (SBE), as specified in Maine-law, have an impact on every public school in Maine.

In order to fulfill our mandated responsibilities, the Maine State Board of Education shall:

- ♦ Advise the Commissioner of Education
- ♦ Provide oversight of teacher preparation programs
- ♦ Provide oversight of all educator certification rules
- ♦ Approve major capital school construction projects seeking State funding
- ♦ Evaluate and make recommendations on degree-granting institutions of higher education
- ♦ Oversee federal funding for career and technical education  
(Carl D. Perkins Funding)
- ♦ Act as a resource for the Legislature's Joint Standing Committee on Education and Cultural Affairs
- ♦ Participate in the Governor's selection of the Commissioner of Education

## **ACTION ITEMS COMPLETED AND PROPOSED FOR EACH GOAL**

### **GOAL #1**

### **CURRICULUM**

#### **Action Items:**

- ♦ Participate in the Military “Common Ground” Study Group (participated - January, March and June 2010)
- ♦ Support the “Common Core Standards” initiatives (ELA; Math, supported grant application - June 15, 2011)
- ♦ Participate in the New England Secondary School Consortium (ongoing)
- ♦ Express our support for implementation of Adult Education’s “Work Ready” credentials, in whole or in part, in every Maine public high school

### **GOAL # 2**

### **SCHOOL SYSTEMS**

#### **Action Items:**

- ♦ Support approaches that promote student and parent involvement such as Re-Inventing Schools Coalition (RISC) initiative, Next Generation, or similar programs
- ♦ Support the concept of career readiness skills being taught across the curriculum
- ♦ Participate on Maine Environmental Literacy Advisory Committee (Chair participated)

### **GOAL # 3**

### **EDUCATORS**

#### **Action Items:**

- ♦ Participate in the National Association of State Boards of Education (NASBE) “Effective Educator” Study Group and other related study groups (participated - January, March and June of 2011)
- ♦ Participate on Maine Professional Standards Board (ongoing)
- ♦ Review the certification process to ensure we have the best educators possible by having credential requirements appropriate to the 21<sup>st</sup> Century (ongoing – Chapter 114 and Chapter 115)
- ♦ Review certification alternative pathways to ensure educator quality

- ♦ Request participant status on the “Quality Teacher” Committee established by the Maine Legislature (ask to be included)

#### **GOAL #4**

#### **STUDENT ACHIEVEMENT**

##### **Action Items:**

- ♦ Participate in a Legislative Liaison Committee meeting with the Maine Guidance Counselors Association regarding current career awareness initiatives
- ♦ Expand the Maine State Board of Education (MSBE) Career and Technical Education Standing Committee (completed in 2010 – 2011)

#### **GOAL #5**

#### **EDUCATIONAL LEADERS**

##### **Action Items:**

- ♦ Participate in the National Association of State Boards of Education’s (NASBE) “Effective Leadership in Education” Study Group (participated January, March and June 2011)
- ♦ Review Maine and national leadership preparation programs (ongoing Chapter 114)

#### **GOAL # 6**

#### **RESOURCES**

##### **Action Items:**

- ♦ Actively support 55% State funding of education as set forth in LD 1 (voted to support and write letter – January 24, 2011)
- ♦ Monitor the review of the current Essential Programs and Services (EPS) funding model and make recommendations, where appropriate
- ♦ Support adequate funding for Major Capital School Construction Program projects

## STATE BOARD OF EDUCATION POLICY MAKING

### Action Items:

- ♦ Participate in National Association of State Boards of Education (NASBE) Study Groups
- ♦ Produce a draft Strategic Plan for Meaningful Change document (November/December 2011)
- ♦ Establish a working Leadership/Legislative Committee to meet with Executive and Legislative branches of government and educational stakeholder groups to open lines of communication to advance education in the State of Maine (ongoing work)
- ♦ Leadership/Legislative Committee to meet with the Governor on a regular basis to establish an ongoing relationship
- ♦ Leadership/Legislative Committee to meet with the Commissioner of Education on a regular basis to remain current regarding DOE initiatives
- ♦ Hold annual meetings at three different locations around the State of Maine to view innovative programs, major capital school construction projects, and teacher preparation programs
- ♦ Attend the National Association of State Boards of Education (NASBE) sessions and study groups as appropriate
- ♦ Evaluate and update the “Strategic Plan for Meaningful Change” document (August 2012)
- ♦ Review and make recommendations regarding rules, and statutes, as appropriate
- ♦ Make all efforts to fulfill any obligation in the selection of the Commissioner of Education or requests from the Joint Standing Committee on Education and Cultural Affairs or the Governor

Adopted: First Approved  
Vote: 8-0-0  
Date: 1/24/2011

Amended: Approved  
Vote: 8-0-0  
Date: 1/11/2012